

# TRAINING JOURNAL



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TRAINING  
JOURNAL

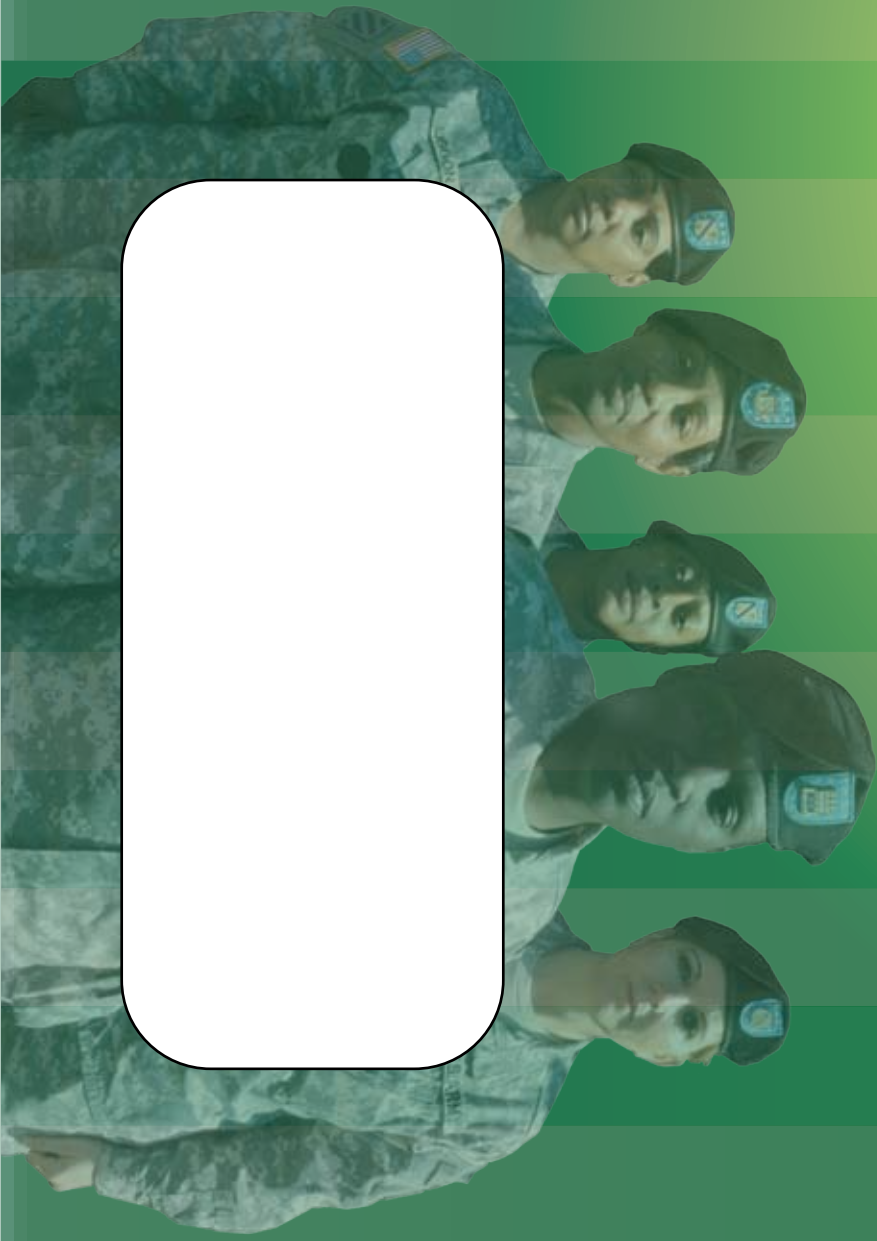
7TH UNITED STATES ARMY  
JOINT MULTINATIONAL  
TRAINING COMMAND

HQ. 7TH ARMY JMTC  
PUBLIC AFFAIRS OFFICE  
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UNIT 28130  
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OF DEFENSE





JMTC HONORS AND CELEBRATES THE YEAR OF THE NCO

*No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army". I am proud of the Corps of Noncommissioned Officers and at all times conduct myself so as to bring credit upon the United States Army, Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position for emolument, measure, profit, or personal safety. Competence is my watchword. My two basic responsibilities will always be uppermost in my mind: accomplishment of my mission and the welfare of my soldiers. I will strive to remain technically and tactically proficient. I am aware of my role as a Noncommissioned Officer and the responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide it. I will always place their needs above my own. I will communicate consistently with my soldiers. I will be impartial and fair in all circumstances. I will exercise initiative and will have maximum time to accomplish my mission. I will earn their respect and confidence as well as that of oldiers. I will lead by example. I will serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are soldiers. We are the Backbone of the Army! We are the Backbone of the Army!*



# 2009

## The Year of the Noncommissioned Officer

Today's NCO is an innovative, competent and professional enlisted leader grounded in heritage, values and tradition. Today's NCO embodies the warrior ethos, champions continuous learning and is capable of leading, training and motivating diverse teams. Today's NCO is an adaptive leader who is proficient in joint and combined expeditionary warfare; continuous-simultaneous full-spectrum operations; and is culturally astute and resilient to uncertain and ambiguous environments.

Today's NCO must lead by example, train from experience, maintain and enforce standards, take care of Soldiers and adapt to a changing world.

Today's NCOs are accomplished military professionals who have combined civilian and military educational opportunities to become the Army's preeminent body of leadership. NCOs are known as the "Backbone of the American Army" and are the standard keepers for the military - training, leading, coaching and mentoring Soldiers. They are a valuable and essential part of the Army, and the Joint Multinational Training Command(JMTC) honors and salutes you.



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#### JOINT MULTINATIONAL TRAINING COMMAND

# TRAINING JOURNAL

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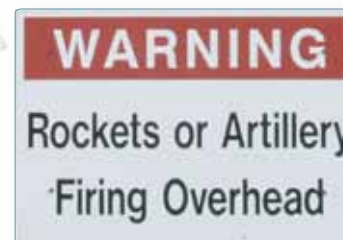
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JMTC ONLINE  
The JMTC Journal of the JMTC is now also online at  
<http://www.hqjmtc.army.mil>





## COMMANDER'S COLUMN

# Dynamic training and trainers : The Key to Army Operations

By Brigadier General Steven L. Salazar

**WE CAN ALL MARVEL AT THE TRUE MULTINATIONAL CHARACTERISTICS OF THE TRAINING PROVIDED TO OUR SOLDIERS AND LEADERS.**

**A**s a new member of the Joint Multinational Training Command (JMTc) team, I can tell you that I am genuinely impressed by the training capabilities, and high-levels of training executed within U.S. Army Europe (USAREUR). In addition to tremendous, well-known capabilities, such as the live, realistic training at the Hohenfels training area; live-fire and small arms training at the Grafenwoehr Training Area; the virtual and constructive simulation capabilities provided by the Joint Multinational Simulations Center, we can all marvel at the true multinational characteristics of the training provided to our Soldiers and leaders.

**EMPHASIZING JOINT, INTERAGENCY AND MULTINATIONAL CAPABILITIES, WE TRULY PUT THE "M" IN JMTc.**

Emphasizing joint, interagency and multinational capabilities, we truly put the "M" in JMTc. In addition to training U.S. forces, during Fiscal Year 2009, the JMTc logged close to 180,000 man-days of training for international troops from 25 countries throughout Europe and Africa. These Soldiers gained a greater understanding of U.S. tactics, techniques and procedures, while increasing their tactical proficiency and confidence in their ability to fight alongside U.S. Soldiers in Iraq and Afghanistan.

At JMTc, nearly every major training event is multinational. Our support to the U.S. European Command's Theater Security Cooperation programs furthers our relationships with our friends and allies, improves the training level of our partners, and enhances our own operational understanding of the current, combined environment Soldiers face during deployments.

Meanwhile, the Army Chief of Staff has directed the return to a single Mission Essential Task List (METL) for training and reporting. Our current FM 7-0, Training for Full-Spectrum Operations, directs two METLs: Core METL (C-METL) and Directed METL (D-METL). C-METL is "a list of a unit's core capability mission-essential tasks and general mission-essential tasks," and D-METL as "a list of the mission-essential tasks a unit must perform to accomplish a directed mission."

General Martin E. Dempsey, Commanding General of the U.S. Army Training and Doctrine Command in Fort Monroe, Va., underscored the importance of this change when he wrote: "If we are true to our claim to be an expeditionary, campaign-quality, full spectrum force, then our METL is the constant and



the conditions are the variable in our training and readiness reporting." He also stressed the importance of developing effective leaders, who can negotiate ill-defined problems, and anticipate and adapt to the complexities of culture and economic differences posed by the current operational environment.

The change acknowledges how the Army's operational concept is the balanced application of offensive, defensive, and stability operations to achieve the desired results.

This means commanders have to effectively understand and visualize their training requirements and negotiate their METL with their higher level commander.

A leader's role, whether conducting combat operations training to meet METL, or for deployment, is to understand, visualize, describe, direct, and continually lead and assess. These are the key components of battle-command. Without them all is lost, regardless of the heroism of our young leaders and Soldiers in combat. As our doctrine evolves to catch up with rapidly changing, practical combat applications, the advent of operational design has emerged as a commander's visualization and description tool to relate tactical tasks to a strategic end state.

In our next issue, we want to hear from you, our trainers. How do you affect battle-command in a training environment? Where is there room for improvement? What issues should the JMTc anticipate in the months to come to meet the needs of the Soldiers for years to come?

To assist us the Combined Arms Center has created the Army Training Network (ATN). The ATN Web site has the most current training doctrine available, and users have the collaborative capability to comment on doctrine, make recommendations for change and

submit training solutions from the field. In short, it is a one-stop shop and information source for Army training that is easily accessible and is updated rapidly. I look forward to seeing what USAREUR trainers contribute to the Army via the ATN portal. Visit the site at <http://atn.army.mil>. All that is required is an Army Knowledge Online user name and password or Common Access Card to access the ATN Web site.

As the Army's Year of the NCO campaign comes to a close, we in USAREUR have cause to celebrate. The 7th Army Noncommissioned Officer Academy (NCOA) senior small group leader, Sgt. 1st Class Aaron Beckman won this year's 2009 Army Best Warrior Competition; our congratulations to him, his family and the unit - the largest and oldest (now 60 years) NCOA in the Army.

Enjoy this quarter's Training Journal. It is a great tool for fostering excellent training practices in USAREUR - it is your professional Training Journal in Europe. We look forward to seeing your contributions. Together we can improve our ability to be...



Ready Thru Training!

STEVEN L. SALAZAR  
Brigadier General, U.S. Army  
Commanding



This article is easily downloaded on the web at:  
<http://www.hqjmtc.army.mil>



## WEB WATCH

# JMTC launches new website



## WWW.HQJMTC.ARMY.MIL

**W**hen you Google “Joint Multinational Training Command” or simply “JMTC” the next time you’re surfing the web, you’ll find the site has been significantly updated

and improved since the last time you may have visited. The JMTC Public Affairs Office has worked hard to make [www.hqjmtc.army.mil](http://www.hqjmtc.army.mil) comprehensive and user-friendly.

The new JMTC website reflects the unique mission and remarkable multinational character of the command, while effectively incorporating the best features and functionality of the Army’s template Graphic User Interface (GUI).

The site has a no-nonsense navigation and design that acts simultaneously to showcase JMTC stories, maps, photos, audio, video, and an up-to-date library of information and web links, which makes searching, or browsing efficient and visually engaging.

Besides hard news and facts, the site will host new features and a variety of interesting materials, which will not only be of use to Soldiers and military family members, but the public at large.

## WWW.ATN.ARMY.MIL

### Why you should bookmark it:

This high end (and high speed) site is a fully interactive portal designed specifically for training professionals. The site is content specific and “built for speed” with excellent realtime information that speaks directly to modern training issues and difficulties facing today’s Army at war. Updated daily.



**Where to find it:** <http://www.atn.army.mil>

## WWW.ARMYSTUDYGUIDE.COM

### Why you should bookmark it:

The easy to use body fat calculator alone makes this a worthy candidate for bookmarking, but frankly, its the training and education archive that you’ll find yourself returning to regularly.



*Note: Editorials, comments, Ads or any other material on this site are implicitly NOT the opinions and/or views of the US Army, and no endorsement is implied.*

**Where to find it:** <http://www.armystudyguide.com>

## WWW.HISTORY.ARMY.MIL

### Why you should bookmark it:

“Those who forget history are condemned to repeat it” is an oft used and well worn maxim, probably because it’s true. It’s also a lot of fun and this newly updated .mil website has a terrific graphic navigation and user interface that makes fact finding easy. It’s a military history url for the new plugged-in Soldier under 30.



**Where to find it:** <http://www.history.army.mil/>

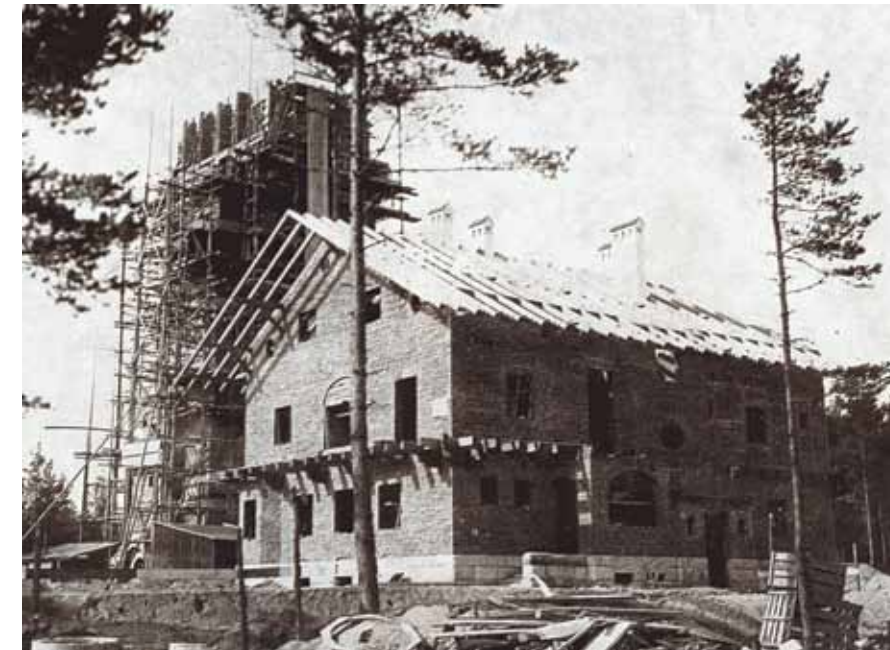
### CALL FOR ENTRIES!

*Do you know of an outstanding Training website of value to Soldiers? Forward the url to [jmtcpao@eur.army.mil](mailto:jmtcpao@eur.army.mil) Be sure to include a short description or review of the site.*

## THE GRAFENWOEHR CENTENNIAL: JUNE 1910 - JUNE 2010

# Grafenwoehr 1909: “Sawdust and Raw Recruits”

by Michael Beaton JMTC Public Affairs and Olaf Meiler, curator Grafenwöhr Historical and Cultural Museum  
Photos used by permission, from the collection of the Grafenwöhr Historical and Cultural Museum



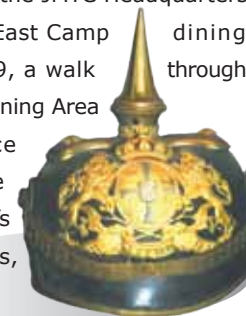
boots. He wore a leather & suspenders belt in which he carried his ammunition and other supplies in attachable pouches outside his coat. His weapon was the Gewehr 98 rifle and bayonet - the latter he carried in a leather sheath attached to his belt. On his back was a bedding roll and on his chest he carried a very "modern convenience" the flashlight which he could use for signaling, or map reading at night. Lastly he wore the signature helmet of the Bavarian Army, the spiked "Picklehaube".

In the next decades his gear, equipment and training will change, but the soldier's first maxim: “Train to Win”, would not.



**I**n June 1909, 100 years ago, a walk through Grafenwoehr’s front gate, Gate 1, would have undoubtedly left ones boots covered in sawdust. The familiar Water Tower was unfinished, and there was only a hint of the rustic, Franconian style present along the streets today.

Sawdust was everywhere that summer and the noise of scraping, nailing and all the familiar sounds of construction was everywhere. Those sounds are still to be heard on Post today, just take a quick walk from the JMTC Headquarters building to the East Camp dining facility. In 1909, a walk through Grafenwoehr Training Area would introduce you to the Prince Regent of Bavaria’s III Corps Soldiers,



who had just arrived from the recently completed railhead in town. By the end of 1909, Bavarian Soldiers began to pour into Grafenwoehr from all points across the state, ready to train and then serve in the growing Imperial Army of the German Kaiser.

The average Soldier who disembarked from the train at this time was 22 years old. He was fully literate and for many it was quite likely that the journey to Grafenwoehr was the farthest they had been from their homes up until that time. Most arrived by rail, but some marched in from collection points under the eyes of their commanders. The average Grafenwoehr soldier’s gear circa 1909 consisted of a heavy blue woolen overcoat with two pockets and a thick collar, pants of the same material and a pair of sturdy

*The Culture and Military Museum Grafenwoehr located at Martin-Posser-Str. 14 (City Center) is open Tues - Thurs and Sunday from 2 pm to 4 pm.*





## IN AND AROUND JMTC

## NEW MRAP TRAINING IN EUROPE BUILDING SOLDIER CONFIDENCE

Story and photo by Christian Marquardt, JMTC Public Affairs

**The blast shakes the ground and sends up a cloud of dirt and leaves.**

**A convoy of Soldiers has been hit by an Improvised Explosive Device – or IED.**

Moments later, a large truck emerges through the dust of the explosion, followed by the rest of the convoy. They move off down the road to continue the mission. The Soldiers driving the truck – a Mine Resistant Ambush Protected, or MRAP, vehicle – have just passed another training test.



Soldiers from the 173rd Airborne Brigade Combat Team maneuver a Mine Resistant Ambush Protected (MRAP) vehicle past an Improvised Explosive Device during a situational training exercise at the 7th Army Joint Multinational Training Command's Hohenfels Training Area.

Soldiers from the 173rd Airborne Brigade Combat Team are the first in Europe to use MRAPs as part of their mission rehearsal exercise in September at the 7th Army Joint Multinational Training Command's (JMTC) Hohenfels Training Area. The MRAPs are new to the training program in U.S. Army, Europe (USAREUR). In July, 40 MaxPro Category 1 MRAPs were shipped from Kuwait to JMTC for use in Mission Rehearsal Exercises and vehicle familiarization for USAREUR Soldiers before they are deployed downrange. The vehicles are outfitted with more than 10 tons of armor and a sophisticated array of IED countermeasures, including a v-shaped hull to deflect explosions away from the vehicle, and suspension floors and seats that reduce the injuries caused by the shockwaves. After a short familiarization course on how to operate the MRAPs, the 173rd Soldiers incorporated the vehicles into the training scenarios in the training area. The tactics are similar to those used with the traditional High Mobility Multipurpose Wheeled Vehicle – better known as Humvees – with a few exceptions. "You have a really good view of the whole terrain, sort of like a bird's eye view, compared to the Humvee," said Specialist Luis Gutierrez, who just returned from his first training convoy using the MRAP. "You really get a sense of security when you're in there," said Gutierrez. "It's the thing of the future." JMTC will include the MRAPs in more of its future training rotations at its European training areas to better prepare Soldiers for the types of equipment and scenarios that they will experience downrange. "We're able to learn the equipment before it's just thrown at us, and we get to put it into play," said Gutierrez. "You don't want to be learning your equipment during the war."

## 2 SCR SOLDIERS FIRST IN EUROPE TO TEST THE ARMY'S NEWEST HOWITZER

Story and photos by Staff Sgt. Fredrick P. Varney, 133rd MPAD



**A Soldier from Alpha Battery, Fires Squadron, 2nd Stryker Cavalry Regiment (2SCR) unloads a shell for the fielding of the new M777 Howitzer at the JMTC Training Area in Grafenwoehr, Germany. Fires Squadron is the first Army Artillery Unit in Europe to field the M777.**



2SCR Soldiers prepare to fire the M777. The ranges on Grafenwoehr are the only place in Europe where units can hone their skills with large caliber weapon systems like the M777.



The 2SCR will continue to train with the new M777 Howitzer. The JMTC plays an integral role in helping 2SCR train, while continuing to enable the Army to modernize and improve by facilitating the testing of new methods, equipment and weaponry in Europe.

## VIRTUAL AIRCRAFT PROVE THEIR WORTH TO JMTC TRAINERS IN EUROPE

Photos by Msgt. Corey Clements, United States Air Force Europe Public Affairs  
Story by Denver Makle, JMTC PAO

**For the first time in Europe,** the U.S. Air Force and the U.S. Army trained with virtual aircraft attacking real targets on the ground in Germany.



On September 14, Joint and multinational forces participated in a proof-of-concept exercise for a new virtual fighter simulator called the Advanced Tactical Aircraft Simulator (ATAS), as part of the recent mission rehearsal exercise to prepare the 173rd Airborne Brigade Combat Team and 12th Combat Aviation Brigade for an upcoming deployment. The Joint Multinational Training Command and the Warrior Preparation Center, near Ramstein Air Base, consistently work together to enhance the overall joint training experience.

During the recent exercise, a Joint Terminal Attack Controller (JTAC), an Airman that directs aircraft to destroy targets within close proximity to ground forces, viewed live targets on the ground. He called for close air support from a pilot flying a virtual fighter aircraft. The ATAS received an electronic feed of the targets provided by a MILES II instrumented system at the Hohenfels range, which represented the live assets on the ground.



These assets included Soldiers operating in the training environment and their vehicles, all in real-time. A pilot at the Warrior Preparation Center, about 4 hours away from the training site, saw the battlefield, and was able to destroy these real-world targets.

## MULTINATIONALS ACQUIRE MULTI-SKILLS AT GRAFENWOEHR TRAINING AREA



Story and photo by Sgt. Cassandra Groce, 133rd MPAD

**U.S. Marines, Airmen & German troops** practice pivot points, stress fires, movement firing and other combat essential skills at the Joint Multinational Training Command ranges in Grafenwoehr, Germany. The training helps to improve service

members skills beyond the conventional prone and foxhole positions rarely seen in combat, as well as give them the opportunity to work with a variety of military branches. Not so long ago, deploying troops practiced shooting from a foxhole or in the prone position. Looking down the firing line, you would see the same uniform. Today's ground forces find themselves shooting from a variety of positions – in stress situations – and thanks to the joint efforts in Iraq and Afghanistan, alongside other service-members from around the world.

## IN AND AROUND JMTC

## RENOVATED INDOOR RANGE NOW OPEN IN STUTTGART



Story and photo by Eric Steen, TSC Stuttgart

**Stuttgart units welcomed the return of Panzer Kaserne's indoor range facility, Range 7,** during the Opening Ceremony more than 45 individuals representing 14 units and organizations in Stuttgart, and as far away as Baumholder attended the Event hosted by Training Support Center (TSC) Stuttgart, 7th U.S. Army JMTC. The Grand Opening marked the return of the range to a functional status by completing much needed improvements and renovations.

The renovation project, valued at more than \$650,000, provided the range with all new wooden baffles, a new floor that replaced the existing sand floor, a new bullet trap – the rubberized Gran Trap – that replaced the existing sand bullet catch, adjustments to the air evacuation system, and improvements to existing office spaces within the range complex. The project was conducted by the Corps of Engineers.

The range, constructed in 1983 as a combat theater for units on Panzer Kaserne, had seen only one previous renovation in October 2003, funded by United States Army Garrison Stuttgart. Since 2001, more than 1.4 million rounds of small arms have been fired were fired on the range. Of those, a total of 197,526 were fired in 2008.

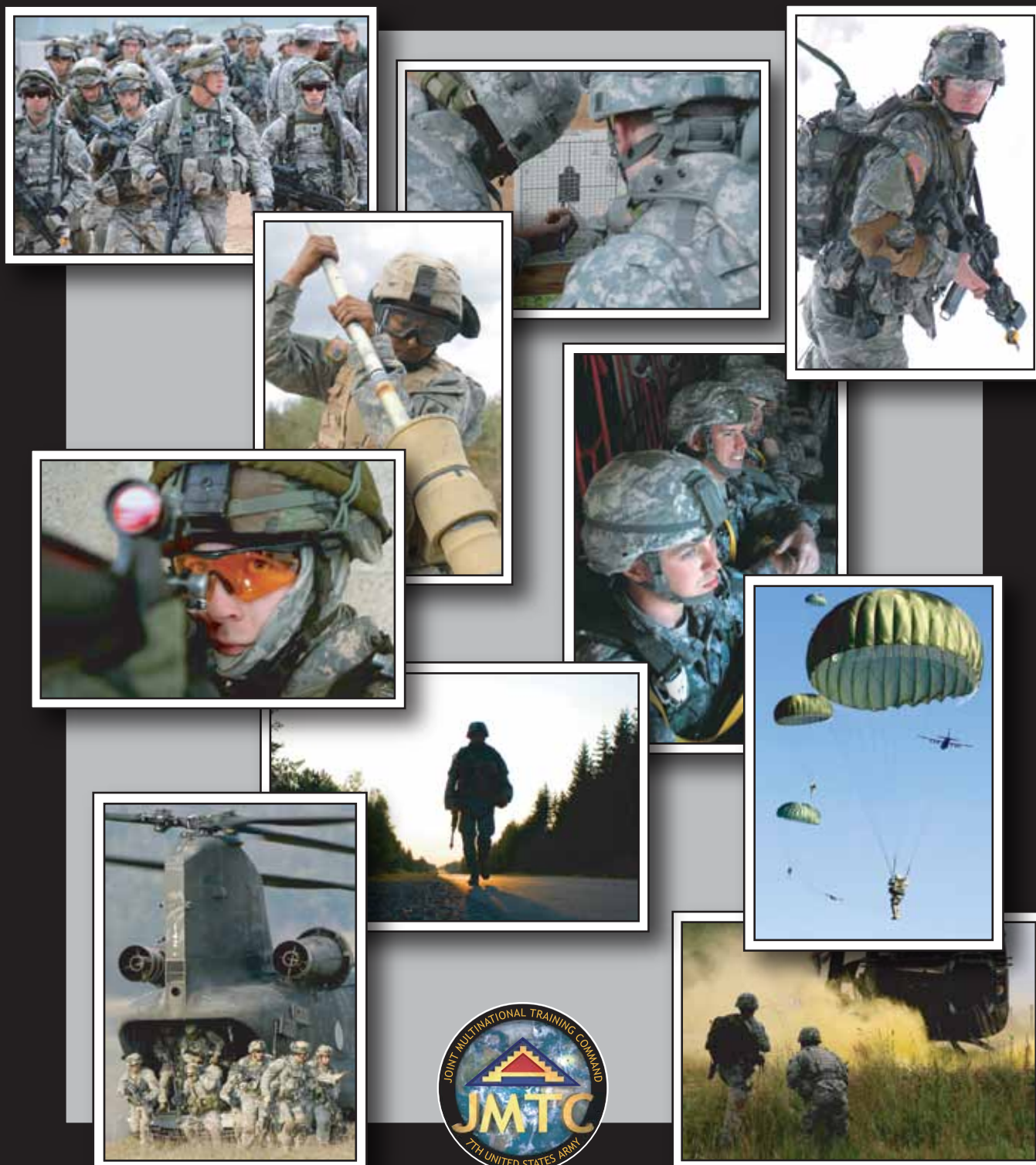
In addition to firing capabilities, the range is a noise abatement measure to the surrounding Host Nation communities instead of firing on outdoor ranges.



## JMTC HONORS AND CELEBRATES THE YEAR OF THE NONCOMMISSIONED OFFICER

# 2009

## The Year of the Noncommissioned Officer



COVER STORY: INTRODUCTION BY COMMAND SERGEANT MAJOR DARIEUS A. ZAGARA



**W**e Noncommissioned Officers (NCOs) are called the "backbone of the Army," in part because of the tremendous legacy of more than 200 years of history, which dates back to our Nation's founding in 1775. In the pages that follow you will meet some of the most accomplished and professional NCOs the Army has to offer. Their dedication to mission and their personification of the Army values is evident through their work daily. In recognition of their commitment to service and willingness to make great sacrifices on behalf of our Nation, and the sacrifices of those that came before, the Secretary of the Army has established 2009 as Year of the NCO. I'm proud to introduce you to the extraordinary NCO Corps that makes the Joint Multinational Training Command (JMTC) an extraordinary institution.

The JMTC offers a wide-variety of training opportunities for the development of today's NCOs. The JMTC provides facilities, but it is the unit's responsibility to be flexible and adaptive in their approach to training and utilization of our resources.

Brigadier General Salazar and I, and the rest of the JMTC team are committed to providing the best possible facilities, facility support and resources to training units to ensure the success of our Soldiers on the battlefield, against any foe, wherever they may be. We invite you all to visit the Command prior to training rotations, and receive an executive overview of the available resources to ensure the most effective use of your valuable training time.

In addition to providing more than 57,000 acres of ranges and training areas at the Grafenwoehr Training Area and 40,000 acres at the excellent neighboring facilities at Hohenfels, U.S. Army and multinational units face a professional, freethinking,

opportunities- based operational force (OPFOR) during mission-rehearsal exercises and maneuver training. Having the OPFOR at the disposal of the training unit allows a commander to use tactical decision-making processes to develop a course of action to defeat the adversary. Likewise, because of proximity

to other European nations and Africa, the JMTC can easily provide joint and multinational training opportunities between other U.S. services and/or allied partners. It is more likely that that units will train with their coalition partners here, before deploying downrange. It's just the way we do business. When a unit comes to Grafenwoehr, they are guaranteed realistic joint and multinational training. All it takes is a little imagination from the training unit and the facilities managers. Grafenwoehr is the home the Army's oldest Noncommissioned

Officer Academy, the 7th Army NCOA and a premier Warrior Leaders Course (WLC).

For the Fiscal Year 2009, more than 3300 NCOs graduated from the WLC, and of that number about 80 Soldiers were from partnering or allied nations - countries like Uganda, Liberia, Greece, Poland, Slovenia and Turkey. I'm sure the success of the NCOA is in large part due to

the great measure of cooperation that exists within USAREUR. Everyone has played a significant role, the unit Schools NCOs, the academy cadre and the students.

The focus on excellence and inclusion of international NCOs serves to broaden the experience of the student NCOs and the cadre, making it one of the most unique academic experiences offered in the U.S. Army today.

I am proud to be associated with an organization that has the ability to create such long-lasting results for the U.S. Army, while also contributing to the Nation's diplomatic goals of fostering peace and cooperation in the region.





## JMTC HONORS AND CELEBRATES THE YEAR OF THE NONCOMMISSIONED OFFICER

**A**ll under one command, the Grafenwoehr and Hohenfels training areas, the 7th Army Noncommissioned Officer Academy (7th Army NCOA), the Combined Armed Training Center and the Directorate of Simulations and Training Support provides a live, virtual and constructive playground for all things training.

Out on the ranges the JMTC provides a myriad of small unit leader capabilities, the Leader Reaction Course, Confidence Course, and Land Navigation Courses, which are largely underutilized. Additionally, there are training sites for military operations in urban terrain and shoot houses that can be used with simulations, munitions, and for live-fire training. Many of our live fire ranges can be transitioned to convoy live-fire lanes, as well as, squad maneuver live-fire. There is almost nothing that our experts at Range Operations

will not do to modify the facilities to support the units training requirements. Units are encouraged to use our facilities. The depth and breadth of training opportunities available is unmatched anywhere. Our training areas can support current and future expeditionary forces composed of airborne, artillery, aviation, infantry, as well as, a variety of excellent training opportunities for brigade combat teams.

On South Camp, the CATC has a myriad of courses to enhance your unit's ability to accomplish its mission. There are courses in maintenance, safety, nuclear-biological-chemical agents, small arms master gunner skills, a First Sergeant's Course, a Close Quarters Combat, Urban Breacher's Course, in addition to the Combat Life Saver Course and Combat Medic Advance Skills Training, and the list goes on.

There are 48 courses available. Most can be conducted at a home station, all one must do is make the request.

A "gem" often overlooked on the East Camp is the Directorate of Simulations and Training Support (DOS-TS). While the Joint Multinational Simulations Center (JMSC), DOS-TS' state-of-the-art simulation center, has the ability to train staffs from brigade-level to a three-star deployable headquarters, it also trains individuals and Tactical Operations Centers (TOCs) on all the battle command systems the Army uses today to control Soldiers and equipment on the battlefield.

One tool the JMSC administers to ensure well-trained Soldiers and TOCs, the Digital University is always available to assist in training U.S. personnel and current or potential coalition partners. The DOS-TS serves as the single point of contact, or the one-stop-shop, for all of USAREUR's homestation, deployed, or simulation training support.

The mutual respect and cooperation earned by working and training with our allied partners is evident through the

success of the International Special Operations Training Center (ISTC), a hidden jewel that resides just outside Stuttgart, in Pfullendorf, Germany and offers Special Operations training to a select group of Soldiers in the areas of Sniper, Close Quarter Battle Course as well Medical training, Combat Survival Course, Patrol Course, and vehicle recognition just to name a few of the many courses available or in planning at that particular facility.

These Soldiers from the ranks of main stream Army do not have to be 18 series; however they must be prepared to meet the rigorous physical requirements of each course.

It would take quite a book to build the complete picture regarding the expanse of this Command; There are highly trained NCO's and superb resources that are available to units that want to train.

TRAIN TO WIN!



**Staff Sgt. Christopher Massey**  
Age: 29  
Current Unit: 7th Army NCO Academy  
Current Position: Small Grp Ldr, WLC  
Component: Active Army  
Current Location: Grafenwoehr, FRG  
Hometown: Little Compton, RI  
Years of Service: 11

Story & photo by Staff Sgt. Lyttleton Yates  
JMTC Public Affairs

*U.S. Army Staff Sergeant Christopher Massey spends 32 days building up the future of the Army, 48 Soldiers at a time.*

He'll tell you that he's just doing his job, trying to make sure that Soldiers attending his Warrior Leaders Course (WLC) know what right looks like. "So often, we as NCOs just take people's word for what 'right' really is," he said. "WLC tells the sergeants that come through here what the Army expects from them in their position as a leader.

As a Small Group Leader (SGL) for the WLC taught at the 7th Army's Noncommissioned Officer Academy, Massey knows his position as a mentor is important to the careers of many young troops.

"My SGL, during PLDC, appeared to be very lazy. She spent no more time than was absolutely required with us, and was blatant about not caring about making us into better leaders," he said. "NCOs teach and lead by experience. "I believe the biggest gain from the combatives program, as a whole, is the confidence it gives an individual to close the distance with an enemy. This confidence extends well beyond just hand-to-hand confidence." he said. Whether he's teaching study groups or combative courses – what he's too modest to admit is that he epitomizes leadership – he is what right looks like.



**Sgt. 1st Class Thorsten Lamm**  
Age: 42  
Current Unit: 7th Army JMTC  
Position: JMTC GTA Safety NCOIC  
Component: Army  
Current Location: Grafenwoehr, FRG  
Hometown: Potsdam, NY  
Years of Service: 18

Story by Katie Cooper  
JMTC Public Affairs

*If the soldiers are using safe and smart methods while training, that's how you know Sergeant 1st Class Thorsten Lamm is on the job.*

Lamm works at the Joint Multinational Training Command's, Grafenwoehr Range Control. He is the GTA Safety NCOIC. Knowing who's training and where is only part of his job. His main focus is the safety of the soldiers, who come to the Training Area to prepare for deployment and combat. "Joining the military was the best decision of my life," said Lamm, "It's the best system in the world, and it's the best for my family."

He joined the military 1990, to help pay off student loans. If asked if he'd stay in the military for more than 18 years, he would've answered no. However, he has now been in the Army for over 18 years and believes it to be the best system in the world.

A German native, Lamm was born in Karlsruhe, Germany and moved to the United States during his teen years. Lamm takes his job very seriously. He doesn't hesitate when it comes to safety. He'll shut down a range if he has to because of safety. "A lot of NCO's have forgotten what a leader should do. It's taking care of the soldiers, that's my priority." Lamm said. "Soldiers First, Self Second."



**Sgt. 1st Class Charise Kelly**  
Age: 36  
Current Unit: JMRC Falcon Team  
Current Position: Observer/Controller  
Component: Active Army  
Current Location: Hohenfels, FRG  
Hometown: Atmore, AL  
Years of Service: 19

Story & Photo by Staff Sgt. Gina Vaile-Nelson  
133rd Mobile Public Affairs Detachment

*During her deployment in support of Operation Iraqi Freedom (OIF), Charise Kelly was forced to make split-second decisions to*

*save her Soldiers lives. Now, as a sergeant first class, Kelly is tasked with providing Soldiers the tools to be able to make those same decisions - in a safe environment.*

As a Forward Arming and Refueling Point (FARP) Observer Controller for Headquarters Company JMRC Falcon Team, Kelly strives to make predeployment training as realistic as possible to ensure Soldiers will be successful downrange.

"In Iraq, I had four rockets land on my fuel bag farm outer berm," she said. "I got all my Soldiers to safety and lucky enough, not one of them detonated.

Kelly describes her Observer/Controller style as very in your face, very direct from the start, but very thorough and informative. "When a new unit comes in," she said, "they think I'm hard core and I shock them a bit. But I'm going to make sure that they know what to do in any situation I toss at them. I want them to come back alive and safe. I teach Soldiers how to react so if they can't find that NCO who outranks them, they can take charge in the absence of leadership," she said. "They will look back one day and say 'my NCO taught me that. That's when you know you were successful."



**Sgt. Robert Murray**  
Age: 25  
Current Unit: Delta Co.,  
1st Batt., 4th Inf. Regt.  
Position: Team Leader/Gunner  
Component: Active Army  
Current Location: Hohenfels, FRG  
Hometown: Port Charlotte, FL  
Years of Service: 8

Story by Denver Makle  
JMTC Public Affairs

*At the Joint Multinational Readiness Center (JMRC) in Hohenfels, Sergeant Robert Murray makes his money playing war games.*

He is a member of the professional opposing force at the JMRC. Murray is a tank-gunner and team leader. His unit supported the International Security Assistance Force (ISAF) since 2004. It deploys a company-size unit, during each ISAF rotation to Afghanistan. When not deployed, the 1-4 helps to train U.S. and International Soldiers for deployments downrange.

He's no ordinary Soldier, Murray has deployed, but with the Navy, before he became a Soldier.

"I was on oil platforms off the coast of Iraq, and transferring from ship to ship." said Murray "They were U.S. civilian ships that carried other ships."

Murray expects to deploy with the 1-4. He says they are well-trained, and he is glad to go downrange with the team. "Before we deploy, the Company D, does a pre-op training. We keep going over and over the skills," he said.

"We do battle drills, and everyone knows what to do without thinking." "Good NCOs should be smart on their feet, and know how to lead, they have to know thier Soldiers."

-- Robert Murray is the winner of the 2009 JMTC Soldier of the Year Competition.



## JMTC HONORS AND CELEBRATES THE YEAR OF THE NONCOMMISSIONED OFFICER

## JMTC SOLDIER IS ARMY'S TOP NCO FOR 2009

Story by Denver Makle, JMTC Public Affairs



**Sgt. 1st Class  
Aaron Beckman**

Age: 31  
Current Unit: 7th Army  
Noncommissioned Officers Academy  
Current Position: Senior Small  
Group Leader  
Component: Regular Army  
Current Location: Grafenwoehr, FRG  
Hometown: Venango, NB  
Years of Service: 12

*He is calm and unassuming;  
he speaks with authority  
when it comes to training  
and mentoring Soldiers.*

*SFC Aaron Beckman, senior*

*small group leader of Company C, 7th Army Noncommissioned  
Officer (NCO) Academy in Grafenwoehr, Germany, loves what  
he does for a living. He is a Soldier that loves soldiering.*

*"You can always take something from everyone, either how  
to do something well, or how not to do it," he said.*

*"Learn from mission, and every senior, peer and subordinate."  
Beckman leads a platoon of four staff sergeants and 48  
sergeants in four squads. He leads, coaches, and counsels  
them in NCO leadership, during the stringent 390-hour  
Warrior Leader Course, a basic leadership course that  
provides Soldiers with an opportunity to acquire the skills,  
knowledge, and experience needed to lead a team size  
element. Training others to be the best puts pressure on  
him to be the best, he said, to prove he could hold his  
own against other NCOs he accepted a challenge to compete  
in the 2009 Joint Multinational Training Command's  
NCO of the Year competition.*

*"I had to ensure my Soldiers were as good as I, or better  
than I am," he said.*

*Beckman won the title, and went on to compete and win  
the U.S. Army Europe competition, August 13, 2009.*

*"It was fun being a Soldier again, he said. "Anything you  
think a Soldier needs to be proficient at, we were tested  
on start-to-finish."*

*Deployed in 1999 to Kosovo; 2002 in Kuwait; and during  
Operation Iraqi Freedom in 2003, Beckman is no stranger  
to what it takes to serve in the Army during war.*

*"Deployments give you the opportunity to  
apply what you have learned, perfect your  
battle drills, and take lessons learned to  
prepare for the next time," said Beckman.  
"There is no better way to get better than  
by actually doing your job."*



*Sgt. 1st Class Aaron Beckman, senior small group leader  
(SGL) of Company C, 7th Army Noncommissioned  
Officer Academy (NCOA) in Grafenwoehr, Germany,  
is the winner of the United States Army's 2009 Best  
Warrior Competition.*

*Beckman competed against 22 other Soldiers, during the  
week-long competition hosted from Sept. 27 to Oct. 2  
at Fort Lee, Va. The Soldiers demonstrated their abilities  
on written examinations, an appearance before a military  
board, day-and-night land navigation courses, live-fire  
ranges, and during combatives competition.*

*In June and after winning the local competition, Beckman  
said he thought being a senior small group leader at the  
NCOA gave him a special advantage.*

*"One thing that is unique about Sgt. 1st Class Beckman  
is that he is a legitimate senior NCO. He doesn't have  
to prove anything to anyone - most of the time, the  
NCO competitions are won by younger NCOs because  
their Soldier skills are more current; they use them  
during their daily activities," said Command Sgt. Major  
Hu Rhodes, commandant of the 7th Army NCOA,  
"Working at the NCOA means Beckman gets to perform  
the Soldier skills daily as he instructs the students."  
Rhodes said, U.S. Army Europe provides the academy  
with exceptional NCOs, which has helped the Academy  
sustain a higher level of competency and quality over  
the past 60 years.*

*"It reflects great credit on the unit, but it's an accumu-  
lation of skills over the course of a career," said Rhodes  
"Even among the special group of NCOs we get,  
Sgt. 1st Class Beckman stands out.*

*We are justifiably proud."*

*This month the NCOA celebrates  
its 60th anniversary. The 7th Army  
NCOA is the oldest in the United  
States Army.*



## FEATURE

## Leaders training leaders

By Staff Sgt. Gina Vaile-Nelson,

133rd Mobile Public Affairs Detachment, Kentucky Army National Guard

WLC INSTRUCTOR LEARNS BY TEACHING  
TOMORROW'S NCOS

**Wearing full battle-rattle under a canopy of pine trees,** Soldiers attending the Warrior Leader Course (WLC) at the 7th U.S. Army Noncommissioned Officer Academy (NCOA) in Grafenwoehr were evaluated after three weeks of classroom and hands-on instruction in becoming a non-commissioned officer (NCO) in the U.S. Army. "It definitely showed me what my weaknesses are," said Sgt. Carlos A. Lopez, a medic assigned to the Landstuhl Regional Medical Center attending WLC. Lopez said he doesn't get much time to practice and become proficient in tactical field operations. For that reason, his small group leader and WLC instructor, Staff Sgt. Jeremy L. Conn selected him as the first squad leader during the evaluation period. "Soldiers get put in a leadership position at their units without having learned the basic NCO fundamentals," Conn said. "This school takes that Soldier, puts him back at the beginning and brings him up in a crawl, walk, run phase." During the month-long course, Lopez and 139 other Soldiers, received instruction using the modern training facilities available at the Grafenwoehr Training Area. The Joint Multinational Training Command (JMTC) manages and operates the Grafenwoehr and Hohenfels Training areas, which includes the NCOA. "Before, my leadership style was a little more passive," Lopez said. "Now going through this course, I've become a little more aggressive in certain areas, and also become more knowledgeable about NCO business."

For Conn, instructing the WLC students is just as much of a learning experience for him as it is for his Soldiers. "Being an instructor is more than just putting out info," Conn said. "You get to put your experiences out there and take in experiences from other Soldiers. "There are Soldiers out here who are more experienced in some areas than we are, so we take that experience from the Soldier and implement it during training," he said. Conn said watching Lopez and his other students negotiate the training lanes during their evaluations was instant proof of his effectiveness in the classroom. "It definitely lets you know if you are a good instructor," he said. "You hope that these guys take from you what you give them and they do well in the field."

He said the most vital take-away is how these Soldiers will present their new leadership skills at their home unit, or downrange in Iraq or Afghanistan.

"We train Soldiers to go to war, and it makes all the difference on the battlefield."



This article available on the web at:  
<http://www.hqjmtc.army.mil>





## FEATURE

## 2SCR steps up training at Task Force-East

Story by Spc. Gerald Wilson, 2nd Stryker Cavalry Regiment Public Affairs Office

**Troopers from 2nd and 4th Squadrons of the 2nd Stryker Cavalry Regiment are hard at work** in both

Romania and Bulgaria training alongside their NATO counterparts as part of the United States European Command's Theater Security Cooperation event known as Task Force East.

During TF-East, 2SCR Soldiers are conducting multi-echelon exercises with both Romanian and Bulgarian Land Forces that range from team and squad level training up to Company level certification. Each Troop or Company is teamed with its Bulgarian or Romanian counterpart for a three-week long rotation that focuses on training maneuver tactics and techniques. Together, these units train on military operations in an urban environment, squad attack, and attacking an entrenched enemy.

All of which are battle drills that each unit could encounter in a combat zone. Focusing on basic combat skills allows Soldiers to receive a wide spectrum of tactical coaching from leaders in many areas. "Leaders at all levels are very proficient at tasks that Soldiers 10 years ago weren't," said Lt. Col. Omar Jones, the 2nd Squadron Commander. "However, continued training of basic Soldiering skills such as mounted and dismounted battle drills and individual movement techniques is vital." TF-East has proven to be a great opportunity for tactical planning and training junior leaders at troop leading procedures. Certification of leaders on the platoon and company level attack, movement to contact and breach procedures give leaders a good assessment of their unit's abilities.

Working in urban terrain, squads practice conducting raids on possible insurgent strongholds. Each squad runs through room clearing procedures and site exploitation.

Teams additionally conduct a myriad of exercises designed to hone basic combat skills to include movement to contact, defense of an assembly area, hasty defense, employment of snipers and calling for and the adjusting indirect fire. Troops are also learning how to overcome both natural and fortified objectives that they could encounter on the battlefield. One such objective is a trench troops must assault and secure before moving on to a subsequent target. Troops also must conduct the initial breach of a mined wire obstacle. Breach of a mine or wire obstacle is considered one of the most complicated missions to perform at the platoon and company level.

Training focuses on the synchronization of direct and indirect fires, obscuration, breaching assets, and maneuver assets, challenging leaders' abilities to manage all aspects of full spectrum operations. Calling for an air medical evacuation of wounded, calling fire support, and HMMWV and Stryker drivers training other essential skills being taught to TF-East Soldiers as well.

Other specialized training conducted is specific for reconnaissance sections and Human Intelligence teams. These operations are being integrated into all company level operations. Reconnaissance teams are training in three major areas. These areas are route reconnaissance, area recon, and zone reconnaissance. The exercise, in its third rotation, is slated to be completed in early October.

## Exercise prepares NATO commanders for battlefield operations

By Spc. Michael Pfaff, 133rd Mobile PAO Detachment Kentucky Army National Guard

**As many as ten NATO countries** have converged on the Training Area



at Grafenwoehr to participate in a live simulation exercise to help prepare for deployment in support of contingency operations downrange in Afghanistan.

With the support and assistance of the Joint Multinational Training Command (JMTC), the NATO operation began July 24, after more than one year of planning and preparation.

Commanders of the participating countries of Bosnia, Sweden, Finland, Norway, Hungary, Poland and the United States learn to make good battlefield decisions based on situational awareness, and build a rapport with the team they'll be working with in Regional Command North in Afghanistan.

"Part of the training is interacting with the people downrange and exchanging information," said Sgt. Anton Kireyev, a JMTC exercise support NCO. "That's done through a live NATO network."

To help the commanders grasp what the battlefield will be like in Afghanistan, the JMTC enlisted subject matter experts to provide academic support, roundtable discussions, and other forms of instruction to ensure the command is ready to take over once they arrive downrange.

## Safely, properly and expertly loaded

Story and Photos by Staff Sgt. Aaron Hiler, 133rd Mobile PAO Detachment Kentucky Army National Guard

### THE CONSEQUENCES OF IGNORING WILLIE BROWN

**Soldiers attending the Combined Arms Training Center's (CATC) Unit Movement Officer (UMO) Course**

put their acquired knowledge to use during a practical exercise which evaluated their ability to properly secure and move military equipment for deployments.

The two-week UMO course combines administrative details of planning and executing a unit movement, as well as the practical aspects of ensuring that equipment is properly and safely loaded for shipment. It begins with classroom instruction and culminates with the movement exercise at the rail yard.

"The Unit Movement Officer course is designed to teach Soldiers the proper methods of moving the unit's equipment throughout Europe," said course manager and instructor Willie Brown.

Brown led the students through the procedures for securing a High Mobility Multipurpose Wheeled Vehicle (HMMWV), a M939 5-ton truck, and a Bradley Infantry Fighting Vehicle, for rail transport.

Properly securing vehicles and equipment on a rail car ensures that it won't jar or come loose and potentially strike other trains while in transit. "Rail transportation is the most detailed portion of our course," said Brown, "because it's the



primary means of transporting heavy equipment throughout the U.S. Army, Europe theater."



Capt. Jonas Bateman, Unit Movement Coordinator for Headquarters Company, 173rd Airborne Brigade Combat Team, grappled with a steel rope in an attempt to secure a 5-ton truck to a rail car. "The last time my unit deployed, we didn't have time to send anyone to the UMO course," he said. "We ended up

spending a lot of time on our heels trying to learn and figure things while we were executing the movement," Bateman said. "We're not going to make that mistake again." We also teach the students how to load and weigh pallets for air movement," Brown said. While the UMO Course is primarily

taught at Vilseck, the course also has Mobile Training Teams (MTTs) that teach the course in locations all over Europe.

### THE UNIT MOVEMENT OFFICER COURSE PREVENTS THIS!



Photo (1968) courtesy of the Grafenwoehr Historical and Cultural Museum

This helps units understand what will be required of your UMOs and load teams," he said, "which makes us much more successful when we deploy downrange.

**JMTC** This feature is easily downloaded on the web at: <http://www.hqjmtc.army.mil>



## FEATURE

# Snipers layin' down the rounds at GTA

Story and photos by Staff Sgt. Gina Vaile-Nelson,  
133rd Mobile Public Affairs Detachment, Kentucky Army National Guard

JMTC JOURNAL WRITER GOES 900 ROUNDS  
WITH SPECIAL OPERATIONS FORCES.



**A**n out-of-place rock... an olive drab rucksack not covered...the subdued black muzzle of a Win Mag 300. Just a few things that could get a Special Operations Soldier killed. "Is there a blade of grass out of place, not enough grass or too many sticks? You start to go a little bit crazy here and get paranoid. You start to question your position and wonder whether or not you are actually hidden," said U.S. Army Special Forces Sgt. John Doe, whose name has been changed for security reasons. Concealed deep in the woods of the Grafenwöhr Training Area, Doe and his partner, German Special Forces Sgt. Lutz

Addler (whose name has been changed for security reasons), lay in the prone, target in sight and ready to fire one extremely accurate, discriminatory round. They've been in the same position for more than six hours - through the night - after stalking four kilometers to a hide-site where they could observe the target. "We are used to training a certain way and techniques get engrained into you,"



he said. Over the course of five weeks, the two Special Operations Forces (SOF) Soldiers fired approximately 900 rounds, "which in any other course it may not sound like a lot, but we try to make every bullet count here," Doe said. The course - the International Special Training Centre (ISTC) Sniper Course - teaches NATO partner SOF the fundamentals and proper sniper techniques. "This is a great opportunity," Doe said, "because a lot of time in Special Ops, as well as in the conventional Army, the first time you meet Soldiers from another country is downrange in combat. "Having the opportunity to train with these individuals beforehand really

improves the quality of the fighting force as a whole," the combat veteran said. ISTC Sniper Course instructor, Sgt. 1st Class Chris Rightmyer agreed. "The multinational environment, working with JMTC and the NATO partners, allows us the opportunity to strengthen our relationships and build a rapport with other nations on the battlefield, which would be likely in the event of Soldiers randomly meeting during conflict," he said. "These guys have a relationship that allows them to fight together and understand how to communicate really effectively on the battlefield. They will have had the same training and worked together as a unified group," he said.

Rightmyer said the students learn the basic fundamentals of becoming a sniper:



shooting, observation, judging distance and stalking.

The Soldiers spend countless hours lying still and even more time processing math equations in their head to determine their distance between the hide point and the target. Using stalking exercises, memory and observation drills, Rightmyer and

the other instructors teach new snipers how to successfully eliminate targets without being detected. "There is a lot to take away from here so that when the team comes together once again, you can cross-train and teach each other what you learn; you get more training that way." "In training, you'll make mistakes," he went on, "That's the point. You make mistakes and learn. In combat, you don't get that opportunity. So, the mistakes you learn from here, you won't make downrange and that will mean you'll get to come home."

**JMTC** This feature is easily downloaded on the web at: <http://www.hqjmtc.army.mil>



## FEATURE

# Learning the Blue Force Tracker

Story and Photos by Spc. Michael Pfaff, 133rd Mobile PAO Detachment Kentucky Army National Guard

## JMTC DIGITAL UNIVERSITY INSTRUCTORS MAKE THE POINT

**S**weat is beading off of his forehead. Sgt. Joshua A. Blazonis, a truck driver with the 41st Transportation Co. in Grafenwohr, has located several threats of chemical attacks and it's of dire importance that his command and anyone else in the region know the location of such deadly threats. Many lives are in this Soldier's hands. He shifts in his seat and eyes the rugged-looking, green box next to him. A medusa's head of thick cables juts out of the casing and the vivid blue glow of the display illuminates Blazonis' face. Housed inside the green box is the U.S. Army's most advanced global positioning technology, known as the Blue Force Tracker. Blazonis takes the stylus pen clinging to the side of the box and begins to make quick stabs on the touch-screen display navigating through a series of menus.

When he's finished, he has just input the location of the chemical attacks and as eries of yellow blips begin to populate the map across his display,



pinpointing the locations of these threats. Via satellite, this information is networked back to his command, and to other trucks and coalition forces throughout the region.



**A MEDUSA'S HEAD OF THICK CABLES JUTS OUT OF THE CASING AND THE VIVID BLUE GLOW OF THE DISPLAY ILLUMINATES HIS FACE. HOUSED INSIDE THE GREEN BOX IS THE U.S. ARMY'S MOST ADVANCED GLOBAL POSITIONING TECHNOLOGY, KNOWN AS THE BLUE FORCE TRACKER.**

Thankfully, they avoid the chemical attacks and it's quite possible Blazonis just saved someone's life. Or at least he would have if this mission were real. Blazonis isn't in the gun truck, he's in a classroom at the Joint Multinational Training Command's Digital University, Europe's premier training site for digital systems used in theater by all branches of U.S. Armed Forces. Today is day three of the five-day Blue Force Tracker [BFT] course and Blazonis has just conducted an ultra-

realistic training simulation designed to develop service-members' knowledge of operating the BFT system. "The BFT system is used for tracking vehicles, targets, enemy positions, and other things as they appear on the battlefield," said Eddie Hill, a training instructor for digital systems at the Digital University.



"The training here is extremely realistic. We put them into positions so they can actually use the system to help analyze the situation and make decisions about what is really going on in the battlefield." Training is done using the military's crawl, walk, run method and by the end of the five days, the students are conducting an operation that lasts close to four hours long. The first phase is dedicated to introducing the BFT system and explaining how it helps troops in their working environment and the best

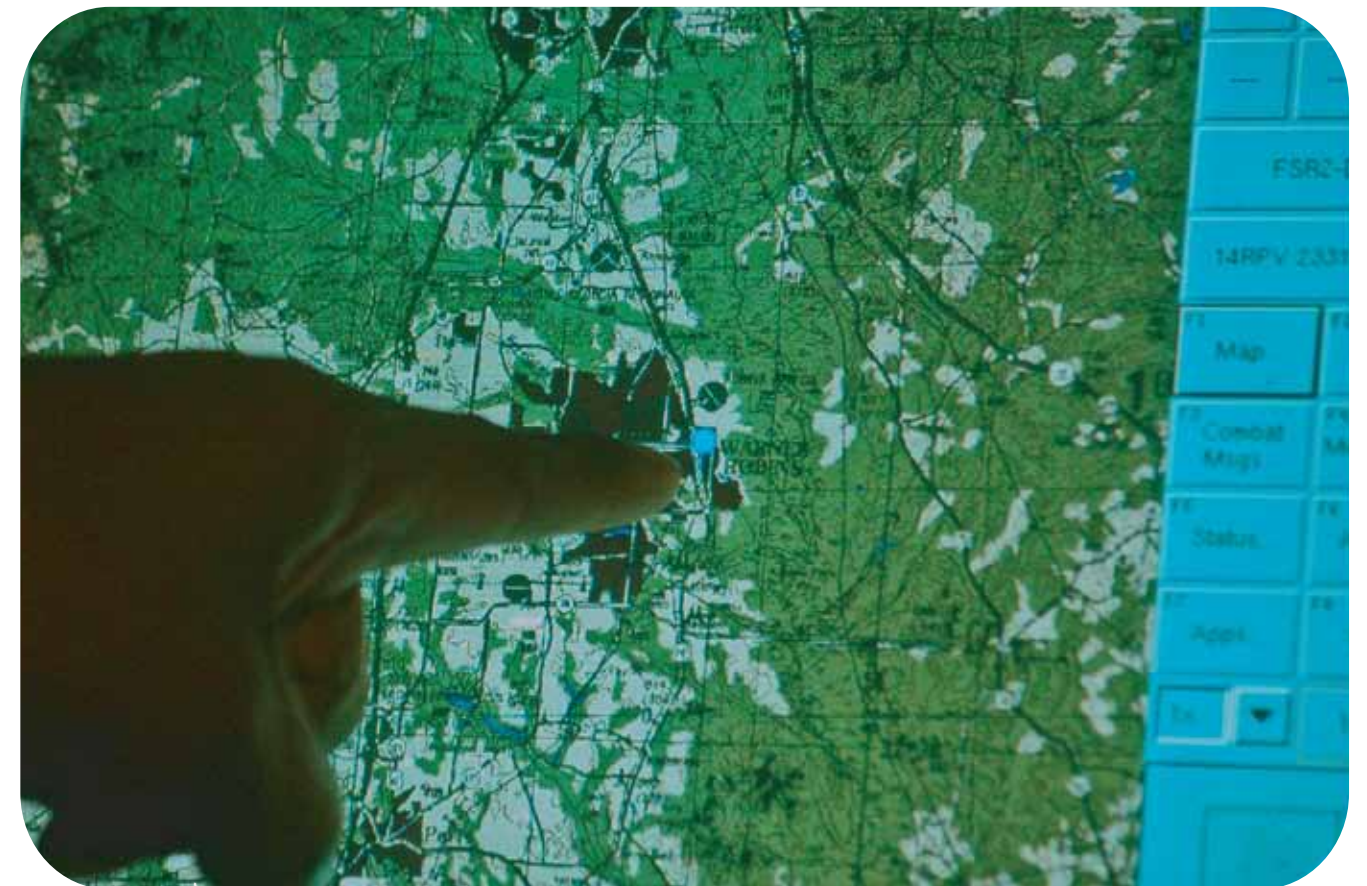


Photo (this page) Special thanks to Sue Sapp, USAF

ways to use the system. Students learn the system on a "white box" that is identical to the green box software but is housed in a more traditional computer. Phase two is designed to teach the students how to get the system up and running and then input data into the system. And finally, by the third phase, students are learning how to customize the use of the system for their particular mission needs.

While engineered for service-members without any knowledge of BFT, the training is also tailored to teach those combat veterans who have used the system on previous deployments

the more advanced techniques for utilizing the system.

"Having used this system for 15 months as a gun-truck commander downrange, I can tell you that this training is very beneficial," Blazonis said. "There are also a lot of things that I didn't do while downrange that would have made things a lot easier that I am learning in this class."

When Blazonis finishes the course, he's issued a DVD that includes all the training he received in the class. The goal is for Soldiers to take this training back to their home unit.

The Digital University instructors have the ability to also come to the

unit in the event the unit can't come to the Digital University.

"We do have the capability to set up a classroom at their location," Hill said. And we're not only limited to the BFT training, the Digital University is a treasure trove of incredibly valuable training for units preparing to go to war. In and out of the European community JMTC offers the only place U.S. military personnel can come to and get the training they need for specific real-time situations in the theater of operations- and that makes us truly one of a kind!



This feature is easily downloaded on the web at: <http://www.hqjmtc.army.mil>



## DIRECTOR'S COLUMN

## DOS-TS Training Opportunities

By Col. Stephen S. Seitz, JMTC Director of Simulation and Training Support

## DIRECTORATE OF SIMULATION AND TRAINING SUPPORT PROVIDES TRAINING SOLUTIONS

**T**he JMTC Directorate of Simulation and Training Support (DOS-TS) was formed in April 2009 as part of a reorganization of the Joint Multinational Training Command (JMTC).

The new directorate consists of a small staff and two previously existing organizations that are now DOS-TS Divisions: the Training Support Activity Europe (TSAE) and the Joint Multinational Simulation Center (JMSC). Personnel are currently assigned throughout the US Army Europe (USAREUR) footprint at 20 locations in seven countries. The directorate focuses on training programs and initiatives related to live, virtual, constructive, gaming, and Battle Command Integration for JMTC and USAREUR units.

**Training Support Activity Europe** provides live and virtual training support across USAREUR and manages Training Support Centers (TSCs) at all major military posts in the European area of responsibility. TSAE provides training support through the Regional Training Support Center (RTSC) structure. RTSCs support Brigade Commanders and manage programs for their associated TSCs. TSAE has six RTSCs, 15 TSCs and a few satellite sites, (see Figure 1).



Figure 1 - TSC locations color-coded by RTSC Headquarters

The TSCs are designed for one-stop shopping for all units in their geographic area of responsibility. If they don't have the resources on hand to meet training requirements, they can reach-back into JMTC for any type of training support that may be required. TSCs typically provide Training Aids, Devices and Simulations (TADS), and



CH-47 mock-up for Airborne Training at TSC Italy (in Vicenza)

local training areas, including, scheduling, oversight, and maintenance. TSCs provide Visual Information support to include: official and passport photos, event photography, video production, visual aids creation, and presentation support, including enlargements and lamination. TSAE personnel manage multi-million dollar training programs and capabilities on behalf of USAREUR. For example, their Integrated Training Area Management (ITAM) Program manages land and enables compliance with environmental law while sustaining the Army's live training capability. Other programs result in range improvement and the latest TADS being fielded to Army forces throughout Europe.



BEFORE ITAM

Integrated Training Area Management (ITAM) has permitted the European wide Training Areas to increase off-road traffic while protecting natural interests simultaneously in host countries.



AFTER ITAM

The Training Aids Production Center (TAPC), located at Grafenwoehr, can custom make complex training aids out of wood, plastic, and metal with modeling and production (see page 26).

The Deployable Instrumentation System Europe (DISE) Team can facilitate instrumented AARs anywhere USAREUR Soldiers train. DISE is a combination of live instrumentation systems that

enough equipment to support 870 personnel and 300 vehicles, which is easily deployable and backward compatible with MILES. It has a robust instrumented AAR capability that supplements observer/controller observations, and is currently being used to support Task Force-East (TF-E), 2nd Stryker Cavalry Regiment led bilateral training with the Romanians and Bulgarians in their home nations (see page 25).



Reconfigurable Driver's Trainer interior

provide enhanced training and AAR capabilities at home station and deployed training areas. The team has



Reconfigurable Vehicle Tactical Trainer

TSAE also manages a plethora of portable virtual simulators including: Engagement Skills Trainers (EST), Call for Fire Trainers, Fire Support combined Arms Tactical Trainer, GUARDFIST

Observed Fire Trainers, Conduct-Of-Fire Trainer/ Gunnery Trainers, and a Stryker/MRAP (reconfigurable) Driver's Trainer. Construction is nearly complete on their Virtual Device Training Facility that will house mobile virtual devices located at Grafenwoehr when they are not deployed. This facility will be the home base for the trailer mounted simulators to include the newly acquired Reconfigurable Vehicle Tactical Trainer.

At TSAE's TSC Bamberg, part of RTSC Schweinfurt, the EST is modified to to be used in military vehicles during unit training. The EST supports individual and collective weapons skills development in a dynamic virtual environment. Soldiers are challenged with a wide-variety of scenarios for marksmanship, collective training, and shoot and don't shoot training.



CH-47 flying into TSC Bamberg MOUT site. Photos by Ms. Sandra Roemer

The TSC also offers a mobile Virtual Combat Convoy Trainer (VCCT).



173rd ABCT Soldiers face opposing forces at the TSC Bamberg MOUT site

TSC Bamberg also provided one of three local training areas for training, during the 173rd Airborne Combat Team (ABCT) and 12th Combat Aviation Brigade's combined Mission Rehearsal Exercise (MRE) at the Joint Multinational Readiness Center in Hohenfels, Germany. The TSC supported operations that included an out-of-sector night-time air assault at their Military Operations on Urbanized Terrain site.

CAPABILITIES  
(Items not to relative scale.)

## HMMWV EGRESS ASSISTANCE TRAINER (HEAT)

Mechanical roll-over device that teaches safe dismount procedures after an IED attack.

TRAINING IMPROVED  
EXPLOSIVE DEVICES

Authentic and up to date, large and small simulated IEDs in multiple designs, suicide vests, trip wires, model kits in detail and variation, pyro and non-pyro devices as well as new items in development that are added regularly.

COUNTER IED ELECTRONIC  
WARFARE (CREW 2)

Interrupts triggering of IED Training Devices.



## MEDICAL TADS

Realistic medical training devices that train a variety of advance life saving skills.

CLOSE COMBAT MISSION  
CAPABILITIES KIT (CCMCK)

Replacement bolts allow actual weapons to fire paintballs.





## DOS-TS TRAINING OPPORTUNITIES, CONTINUED

The Joint Multinational Simulation Center (JMSC) supports Overseas Contingency Operations (OCO) training and Mission Rehearsal Exercises (MRXs). It also facilitates joint, combined, NATO, and service component commander, staff, and leader constructive simulation training from the individual Soldier to Combined Joint Task Forces staffs. It can host simultaneous events with more than 2,000 participants, including, Battle Command Training Center (BCTC) "spoke sites" with trainers and equipment at: Baumholder, Kaiserslautern, Hohenfels, Schweinfurt and Vincenza in accordance with training requirements.

The JMSC provides gaming-based training for small units to practice Warrior Leader Skills, actions on contact, IED defeat, and tactics, techniques, and procedures. The Center uses Virtual Battlespace 2 (VBS2), a first-person simulation that allows Soldiers to virtually conduct mounted and dismounted missions on geo-specific or geo-typical terrain. VBS2 has robust After Action Review (AAR) features. JMSC recently acquired a HUMINT Control



JMSC can custom make geo-specific simulated terrain; VBS2 view of MOUT facility at Hohenfels is shown

Cell (HCC) suite. It is designed to train Human Intelligence collectors to effectively gather information. The HCC system uses state-of-the art speech recognition and translation software, artificial intelligence,

speech synthesis, and a life-size projection as the training platform. Soldiers can interact with virtual avatars, to include interpreters, in a variety of scenarios.



Soldier talks with virtual avatar using the HUMINT Control Cell (HCC) system

The JMSC trains USAREUR personnel to use Army Battle Command Systems (ABCS) with their Digital University (DU). The instructors train more than 3,000 Soldiers per year to use 16 battle command systems currently being used by Army units (see page. 20). They conduct this training in their classrooms at Grafenwoehr or they take the training to unit locations with their mobile training teams (MTTs). The DU also conducts over-the-shoulder training during exercises to teach operators and commanders how to effectively operate and integrate their battle command systems.

The JMSC conducts Command Post Exercises (CPXs) that incorporate a live Common Operating Picture from Iraq and Afghanistan. Some deployed unit position data is culled out and combined with future locations of participating units to form a hybrid environment of current real-world and simulated unit locations and events. This technique is supported by a realistic scenario and a dynamic Master Scenario Event List database. It allows actual events down range to provide some of the context and events that

are traditionally role-played. This type of training is facilitated by the Joint Exercise Control Suite. It enables low-overhead, multi-echelon, complex Live-Constructive-Gaming exercises by integration between VBS2, Joint Conflict and Tactical Simulation (JCATS), and battle command systems such as Force XXI Battle Command for Brigade and below (FBCB2) and the Command Post of the Future (CPOF). This type of training has been praised by commanders.

The JMSC is the only BCTC certified by the Joint Forces Command, Joint National Training Capability Program to conduct Joint training. To arrange training with the JMSC, call DSN (314) 475-JMSC (5672) or contact your local TSC.

## JMSC DIGITAL UNIVERSITY COURSES

■ ■ ■

**ADOBE CONNECT** (Collaboration Tool)

**AFATADS** (Advanced Field Artillery Tactical Data System)

**ASAS** (All Source Analysis System)

**BCS** (Battle Command Server)

**BFT** (Blue Force Tracker)

**CIDINE** (Combined Information Data Network Exchange)

**CPOF** (Command Post of the Future)

**C2PC** (Command and Control Personal Computer)

**DCGS-A** (Distributed Common Ground System-Army)

**EMT** (Effects Management Tool)

**FALCONVIEW** (Geospatial Intelligence Viewer)

**FBCB2/ULM** (Force XXI Battle Command for Brigade and below/Unit Level Maintenance)

**ICSF** (Integrated C4I System Framework)

**JADOCs** (Joint Automated Deep Operations Coordination System)

**MCS** (Maneuver Control System)

**TIGR** (Tactical Ground Reporting System)

## Take the training and head (TF) East

Story by Kevin Penelton, Chief TSAE Operations Branch

## TRAINING SUPPORT CENTERS IN ROMANIA AND BULGARIA

**T**raining Support Activity Europe (TSAE) continues to demonstrate the unique capabilities and versatility that provide USAREUR units with world-class training and readiness support throughout the USAREUR area of operations. TSAE is currently providing training support in Romania and Bulgaria as part of the Task Force-East (TF-E) mission from August through October.



TSAE mobilized equipment and personnel from across USAREUR and sent them to Romania and Bulgaria to augment Training Support Center (TSC) assets already in place to best support the training unit's requirements. Those assets in place in both Romania and Bulgaria include: small arms and machine gun qualification ranges from 25-500m, Local Training Areas (LTAs), and maneuver ranges that

can support up to platoon level collective live fire, and Mobile MOUT sites which allow Soldiers to train in Urban operations. Assets that were mobilized across USAREUR to support TF-E included Engagement Skills Trainers (EST), HMMWV Egress Assistance Trainers (HEAT), Training Improvised Explosive Devices (TIED), Stryker MILES, and Call for Fire Trainers (CFFT). In addition, TSAE sent USAREUR-unique training assets such as the Deployable Instrumentation

Systems Europe (DISE), a system which can provide commanders with a instrumented force-on-force, After-Action Review (AAR) capabilities, and Deployable Range Packages, targetry which now provides a modern, scalable live fire target

capability. TSAE's Regional Training Support Center-Expeditionary (RTSC-E) is responsible for providing training support in Romania and Bulgaria and has supported three previous rotations of training. "Lessons learned from previous rotations contributed to the current success, said John Barnett, RTSC-E Chief. "I am excited at how well prepared we were for this exercise.



HMMWV Egress Assistance Trainer (HEAT)  
Photo by Michael Beaton

This was our first opportunity to support the 2SCR and its unique training capability as well as to provide simultaneous training support from both Romania and Bulgaria." The ability to provide this full range of training assets and opportunities is what makes TSAE a leader in the training support arena, and allows deployed units to maintain readiness anywhere. For additional information on support for TF-E or any other mission, contact your RTSC, TSC or TSAE headquarters.



Training on the Engagement Skills Trainer (EST)  
Photo by Martin Greeson

**JMTC** This feature is easily downloaded on the web at: <http://www.hqjmtc.army.mil>

## JMSC CAPABILITIES



## JMSC MODELS AND SIMULATIONS



JCATS - Primary constructive Simulations used by JMTC for staff training.



JDLM - Used for deployment and logistics training.



TACSIM - Intel Simulation training objectives

## BATTLE COMMAND SYSTEMS TRAINING

Conducted by the JMTC Digital University



## SENIOR LEADER MEDIA TRAINING

Conducted by the JMTC Global News Network



**SIMULATED OPPOSING FORCE**  
Provides a thinking enemy for simulation and scenario event-based training



**GAME BASED DESKTOP TRAINING**  
Trains small unit TTPs (it's easily deployable)





## FEATURE

# A Different kind of Supermodel

Story and Photos by Sgt. Cassandra Groce, 133rd Mobile Public Affairs Detachment

## JMTC TRAINING AIDS PRODUCTION CENTER BUILDS CHINOOK REPLICA TRAINING MODEL - ONE VERY LARGE BIRD.

**F**rom hand-painted maps to full-scale replicas of CH-47s, the Joint Multinational Training Command (JMTC) uses top-quality models to create a realistic combat setting for Soldiers. These detailed replicas, produced by the Training Aids Production Center in Grafenwoehr, Germany, give Soldiers an opportunity to safely train on gear and prepare for deployment the most recent additions to these striking designs are three full-scale CH-47s to be used for jump exercises and limited loading throughout Europe. So far four months have been invested into the Chinooks, which are being sent to Schweinfurt, Vicenza and Bamberg. These replicas provide an inexpensive alternative for combat preparation without sacrificing hands-on, realistic experiences.

"It can be overwhelming to attempt an efficient loading process for the first time on a Chinook with blades turning," Chief Warrant Officer James Cameron explained. "The Chinook, with its two 5,000 horsepower engines and its five screaming transmissions, puts out about 180 decibels of sound. Add to that the hurricane force winds from the rotor system and the enormous heat coming off the engines...it's easy to understand why this training is best perfected in a mock-up."

Since there is only one company of Chinooks available in Europe, it presents a logistical and supply challenge for units requesting aviation training. "The challenge has always been

coordinating with the aviation units to get an aircraft to train on," Cameron added. "By having a model to use at our leisure, leaders will be able to conduct more training. This model provides a means of getting the process of air assault operations into the muscle memory of our Soldiers."



**"THE CHINOOK WITH ITS TWO 5,000 HORSEPOWER ENGINES AND ITS FIVE SCREAMING TRANSMISSIONS, PUTS OUT ABOUT 180 DECIBELS OF SOUND. ADD TO THAT THE HURRICANE FORCE WINDS FROM THE ROTOR SYSTEM AND THE ENORMOUS HEAT COMING OFF THE ENGINES... IT'S EASY TO UNDERSTAND WHY THIS TRAINING IS BEST PERFECTED IN A MOCK-UP."**

Beyond large scale aircraft, JMTC has also supported the production of model grenades and various weapons. Rubber pistols and knives are highly beneficial in military police disarmament training. "They crack too many guns, destroy pistols, and that's very costly," said German Visual Information Specialist Thomas Bartels. "To reduce this cost,



it is very good to use a rubber model. We get an original, take it to pieces, and we build a model from those pieces to train the Soldiers to work with it." The replicas may seem simple, but the process requires months of planning, designing, creating a prototype, and reevaluating a design before the final product is released. Months of thought went into designing animal IEDs that are used in Soldiers' combat-training. The animals were designed based on current events in war zones like Iraq and Afghanistan. What started as simple rubber carcasses has evolved to a very sleek stuffed animal that houses an IED simulator.

"We wound up with a dog, a sheep and a goat," John Krollpfeiffer, the Chief of TAPC said. "This is filled with foam, but they hide the IED's in these things. In Iraq there's a lot of dead animals [that insurgents] will stuff explosives into."

Besides simulating realistic combat episodes, and providing more efficient training models, a Soldier also needs a good map. TAPC produces 3-D maps that further enhance Soldiers visual awareness of a country before they



actually deploy there. "Maps are going to be one of our biggest hits down here, I think we'll be very busy with maps." Krollpfeiffer added.

"We send the maps to various units who will be deploying – for instance transportation units, you name it."



Photo (above) by Sandra Roemer

**REALISTIC MODELS THAT SAVE LIVES : THE ANIMALS WERE DESIGNED BASED ON CURRENT EVENTS IN WAR ZONES LIKE IRAQ AND AFGHANISTAN. WHAT HAD STARTED AS SIMPLE RUBBER CARCASSES HAS EVOLVED INTO A VERY SLEEK STUFFED ANIMAL THAT HOUSES AN IED SIMULATOR.**

Because a unit can create, design and manufacture the perfect training aid, with the help of the TAPC, the possibilities are limitless. The Soldiers training in Europe are sure to get very realistic training, and be better prepared for tactical movements, using non-standard training tools that represent the realities of the current operational environment.



JMTC This feature is easily downloaded on the web at: <http://www.hqjmtc.army.mil>





THE LAST WORD

“He who asks is a fool for a minute, but he who never asks remains a fool forever.”

H.L. Mencken  
American Author and Publisher



“Ten soldiers wisely led will beat one hundred without a head.”

Euripides  
Greek Poet and Patriot



“Let the path be open to talent.”

Napoleon Bonaparte  
French General and Emperor



“You people are telling me what you think I want to know. I want to know what is actually happening.”

Creighton Abrams  
U.S. Army General



Fall down seven times, get up eight.

Japanese Proverb



“I hated every minute of training, but I said, ‘Don't quit. Suffer now and live the rest of your life as a champion.’”



Muhammad Ali  
Heavyweight Champion of the World

“In the Realm of the blind the one-eyed man is king.”

Author Unknown  
(Although quoted in ancient times)



“There is nothing wrong with America that the faith, love of freedom, intelligence, and energy of her citizens can't cure.”

Dwight D. Eisenhower  
Supreme Allied Commander Europe  
U.S. President



“I don't measure a man's success by how high he climbs, but how high he bounces when he hits rock bottom.”

George S. Patton  
U.S. Army General



“We few, we happy few, we band of brothers. For he today that sheds his blood with me shall be my brother; be never so vile. This day shall gentle his condition. And gentlemen in England now abed shall think themselves accursed they were not here, and hold their manhoods cheap whiles any speaks that fought with us here upon Saint Crispin's day...”

From Henry the V, - his speech at Agincourt

William Shakespeare  
British Poet, Playwright



JMTC CONTACT DIRECTORY

JMTC HEADQUARTERS

COMMAND GROUP 475 - 8305  
COMMAND SGT MAJ. 475 - 8090  
PUBLIC AFFAIRS 475 - 7776  
PROTOCOL 475 - 6221

JMTC STAFF OFFICES

JMTC EOC 475 - 6613  
JMTC G-1 475 - 6947  
JMTC G-3 475 - 8364  
JMTC G-3 SGM 475 - 7675  
JMTC G-3 OPS 475 - 7086  
JMTC G-4 475 - 8041  
JMTC G-6 475 - 7493 / 7398  
JMTC G-8 475 - 8889  
JMTC RCLNO 475 - 6349  
7th Weather Squadron 475 - 6960  
JMTC Chaplain 475 - 6505  
JMTC IG 475 - 7450  
JMTC IG HOTLINE 475 - 5555  
JMTC OSJA 475 - 7114  
JMTC EO 475 - 8038  
JMTC Reenlistment 475 - 8380  
JMTC Safety 475 - 7922  
HHC JMTC 475 - 7473

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FROM THE US : 011-49-9641-83-XXXX  
DSN FROM THE US : 314-475-XXXX

JMSC (CAMP AACHEN)

CIV IN GERMANY: 09641 - 454 - XXXX  
FROM THE US: 49 - 9641 - 454 - XXXX  
DEPUTY DIRECTOR OF SIMULATIONS 474 - 2460 / 2619  
JMSC FAX : 474 - 2541

JMRC OPERATIONS GROUP AND HQ

COMMANDER 520 - 5805  
DEPUTY COMMANDER 520 - 5572  
PUBLIC AFFAIRS 520 - 5047  
PROTOCOL 520 - 5110

JMTC DIRECTORATE OF TRAINING

DIRECTOR'S OFFICE 475 - 7287  
DEPUTY DIRECTOR 475 - 7287  
SGT MAJ 475 - 6615  
RANGE OPS 475 - 6559  
RANGE OPS FIRING DESK 475 - 6332  
CATC HEADQUARTERS 476 - 2722  
475 - 2080  
CATC NCOIC 476 - 2275  
ISTC S1 (US SLOTS) 07552-405-2110  
ISTC S3 (OPS) 07552-405-2110

TRAINING SUPPORT ACTIVITIES EUROPE (TSAE) REGIONAL TRAINING SUPPORT CENTERS:

BELGIUM  
RTSC BENELUX 361 - 1398  
  
GERMANY  
RTSC ANSBACH 467 - 1398  
RTSC BAMBERG 469 - 1398  
RTSC BAUMHOLDER 485 - 1398  
RTSC GRAFENWOEHR 475 - 1398  
RTSC HEIDELBERG 373 - 1398  
RTSC HOHENFELS 466 - 1398  
RTSC MANNHEIM 380 - 1398  
RTSC SCHWEINFURT 354 - 1398  
RTSC STUTTGART 431 - 1398  
RTSC KAISERSLAUTERN 483 - 1398  
RTSC VILSECK 476 - 1398  
RTSC WIESBADEN 337 - 1398  
  
THE NETHERLANDS  
RTSC SCHINNEN 361 - 1398  
  
ITALY  
RTSC VINCENZA 634 - 1398  
RTSC LIVORNO 634 - 1398  
  
EXPEDITIONARY TRAINING SUPPORT CENTERS  
RTSC ROMANIA 475 - 2461  
RTSC KOSOVO 475 - 2461

USAG GRAFENWOEHR

COMMANDER 475 - 1300  
CSM 475 - 1320  
PUBLIC AFFAIRS 475 - 8103  
GOVT RELATIONS 475 - 7452  
DES 475 - 1380  
SAFETY 475 - 7769

EMERGENCY NUMBERS

OFF POST

FIRE 112  
POLICE 110  
PARAMEDIC 19222

GRAF / VILSECK

DSN 485 - 8319  
CIV 09662 - 83 - 8319  
NON EMERGENCIES 08996 - 83 - 2490

ANSBACH

DSN 468 - 7114  
CIV 0981 - 183 - 114  
NON EMERGENCIES 0981 - 183 - 929

SCHWEINFURT

DSN 468 - 7114  
CIV 09871 - 183 - 114  
NON EMERGENCIES 09871 - 183 - 929

BAMBERG

DSN 469 - 8700 / 770  
CIV 0951 - 300 - 8700  
NON EMERGENCIES 0951 - 300 - 114

GARMISCH

DSN 440 - 3801  
CIV 08221 - 750 - 381  
NON EMERGENCIES 08821-750-3827

HOHENFELS

DSN 466 - 2812  
CIV 09472 - 83 - 2812  
NON EMERGENCIES 09472 - 83 - 2812

NCO ACADEMY

NCOA HQ 475 - 8451/8452  
STAFF DUTY 475 - 8453  
A COMPANY 475 - 8157  
B COMPANY 475 - 8140  
C COMPANY 475 - 8537

1-4 INFANTRY

1-4 COMMANDER 475 - 2406  
1-4 CSM 475 - 2484  
A COMPANY 475 - 2185  
B COMPANY 475 - 2189  
C COMPANY 466 - 4703  
D COMPANY 466 - 4962